



Kilkenny/Carlow Division Policing Plan 2011

Foreword



This is the second annual policing plan for the Kilkenny/Carlow Division. This plan sets out strategic priorities for the second year of our *Garda Síochána Strategy Statement 2010 - 2012* and includes the priorities determined for *An Garda Síochána* by the Minister for Justice, Equality and Law Reform in accordance with section 20 of the *Garda Síochána Act 2005*. In formulating this plan, I am conscious of *Garda Inspectorate* reports, public finances and the *Garda Public Attitudes* survey. I will face the challenges of 2011 together with my colleagues and always act in the interests of the general good. All my actions will be grounded on *An Garda Síochána's* four core principals of honesty, accountability, respect and professionalism.

The plan is proactive and takes cognisance of the constant changing environment within a policing context. My members are my most valuable resource and they will give me the ability to achieve my plans. In this context, my plan never loses sight of *An Garda Síochána's* vision for "excellent people delivering policing excellence". This plan clearly outlines how *Gardaí* will work together with the people we serve in a structured and objective manner.

The plan sets out steps and performance indicators under six priority headings as decided by our *Garda Commissioner*. These priorities ensure that *An Garda Síochána* is focused on protecting

the State and its citizens from unlawful attack; that crime is tackled vigorously in order to prevent and detect crime, apprehend and prosecute offenders; that traffic on our roadways is policed effectively in order to reduce errant road behaviour and reduce the incidence of fatal and serious injury road traffic collisions; to reduce the incidence of public disorder and anti-social behaviour in our communities; to build partnerships with our communities in order to build and maintain trust and confidence in the *Garda service*; and finally, to develop the *Garda Síochána* as a world class police service.

In our changing economic environment there are further financial constraints on our organisation. However, strong leadership will guide the *Gardai* within this Division through these difficulties. I give my commitment to continue to pro-actively manage all resources available to me. In this regard, I hope to continue to build on the good relationships with the people we ultimately serve.

Finally, our organisation is only as good as the co-operation we receive from the public, we ultimately serve. I ask that people in *Kilkenny and Carlow Division* work with their local *Gardaí* to make the *Kilkenny / Carlow Division* a safe place to live by reporting crime or any suspicious activity to their local *Garda Station* or by dialling 999 or 112 or calling the *Garda confidential line* at 1800 666 111.

Michael A. McGarry
Chief Superintendent

Vision

*Excellent people delivering
Policing excellence*

Mission

*Working with Communities to protect
and Serve*

Values

<i>Honesty</i>	Being honest and ethical and adhering to the principles of fairness and justice
<i>Accountability</i>	Accepting individual responsibility and ensuring public accountability
<i>Respect</i>	Having respect for people, their Human Right and their needs
<i>Professionalism</i>	Providing a professionalism policing service to all

<p style="text-align: center;">Policing Priorities for An Garda Síochána for 2011 as determined by the Minister for Justice and Law Reform</p>

Background

The function of the Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security for the State with the objective of:

- preserving the peace and public order,
- protecting life and property
- vindicating the human rights of each individual
- protecting the security of the State,
- preventing crime
- bringing criminals to justice, including by detecting and investigating crime,
- regulating and controlling road traffic and improving road safety and
- carrying out such other functions conferred by law, including those relating to immigration.

In producing his policing plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice and Law Reform and to the Garda Strategy Statement. The Commissioner is also required to have regard to relevant Government policy. This includes the provisions of the Programme for Government and the specific Government strategies in relation to drugs, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence. As Chief Superintendent for Kilkenny / Carlow I have been conscious of the priorities of the Minister for Justice and Law Reform and to the Garda Strategy Statement while developing my policing plan for 2011.

Priorities for 2011

The Minister has determined the following matters as priorities for the Garda Síochána for 2011, in accordance with Section 20 of the Garda Síochána Act 2005.

Security

To protect the State and the people against terrorism in all its forms.

Crime

To combat serious crime, in particular organised crime.

Policing Communities

To achieve the maximum levels of safety for local communities and to provide a community policing service which meets the demands of the public.

Roads Policing

To police the roads, in particular to reduce the number of deaths and serious injuries arising from collisions.

Efficient use of resources

To promote efficiencies in resource allocation and deployment so as to enhance the policing service to the public.

Victims of Crime

To support and protect all victims of crime and treat them with dignity. To keep all victims of crime informed about the progress of their cases and bring offenders to justice promptly.

Human Trafficking

To prevent and detect human trafficking.



Kilkenny / Carlow Division

Strategic Goal One – Ensuring our Nation’s Security

Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security. We are fully committed to maintaining a secure nation for all our communities

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<i>Identify and analyse any threat to national and international security and respond appropriately</i>	Continue to assess, categorise and record all known persons or groups identified as having dissident republican subversive links within the Kilkenny / Carlow Division	Number of persons or groups identified as having dissident republican subversive links		Q2	Each District Officer D/Insp. Hennebry (Divisional Level)	A Safe and Secure Division of Kilkenny / Carlow with a positive contribution to regional and International Security
	Assess, categorise and record all known persons or groups identified as having international terrorist / extremist links within the Kilkenny / Carlow Division	Number of persons or groups identified as having international terrorist / extremist links		Q2		
	Continue to profile each identified person / group, and maintain up to date profiles on all potential security threats	Number of profiles completed and updated.		Q2		
	Circulate the appropriate information regarding threats to our nation’s security to members of An Garda Síochána throughout the Kilkenny / Carlow Division	Number of bulletins circulated Number of intelligence reports submitted on identified threats.		Q4 Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<i>Identify and analyse any threat to national and international security and respond appropriately</i>	Carry out targeted operations against identified threats to national / international security	Number of operations conducted		Q1-Q4	Each District Officer	A Safe and Secure Division of Kilkenny / Carlow with a positive contribution to regional and International Security
	Regular analysis and assessment of threats	Quarterly reports on divisional activity submitted		Q1-Q4	D/Insp. Hennebry (Divisional Level)	
	Risk assess each emerging threat to national and international security identified in the Kilkenny / Carlow division	Number of risk assessments conducted		Q4	Criminal Intelligence officers.	
<i>Enhance our capability to respond to national and international security threats</i>	Continued development of divisional intelligence gathering capability	Number of quality intelligence emanating through CHIS		Q1-Q4	Each District Officer	
	Focused operations against identified security threats	Number of focused operations conducted Number of searches Number of arrests		Q1-Q4		
	Increase Divisional representation on Regional CHIS Unit	Number of Divisional candidates interviewed for CHIS		Q1	Criminal Intelligence officers	
	Continued interaction and information exchanges with Garda units outside the Kilkenny / Carlow division and international security and police agencies	Number of information exchanges with neighbouring divisions, national units and other agencies		Q1-Q4		
	Monitor air traffic at Kilkenny airfield	Number of inspections at Kilkenny airfield		Q1-Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<p><i>Identify any association between subversive, terrorist and organised crime gangs</i></p>	<p>Identify association between subversive, terrorist and organised crime gangs operating in the Kilkenny / Carlow division</p>	<p>Number of targeted operations</p>		<p>Q1-Q4</p>	<p>Each District Officer</p> <p>D/Insp. Hennebry (Divisional Level).</p>	<p>A Safe and Secure Division of Kilkenny / Carlow with a positive contribution to regional and International Security</p>
	<p>Utilise newly enacted and all available legislation to target identified organised crime gangs</p> <p>Ongoing liaison and utilisation of the services of national and regional specialist units in focused operations against subversive, terrorist and organised crime gangs</p>	<p>Number of targeted operations</p>		<p>Q1-Q4</p>		
<p><i>Maintain and develop An Garda Síochána's Major Emergency Plans / capabilities</i></p>	<p>Hold an interagency training day on the roles of organisations and key agency personnel in a major emergency</p>	<p>Number of interagency training days on the roles of organisations and key agency personnel held</p>		<p>Q4</p>	<p>Each District Officer</p> <p>Insp. Connolly, D/Insp. Hennebry (Divisional Level)</p>	
	<p>Actively participate in major emergency exercise in 2011 within Region</p>	<p>Number of Major Emergency Exercises participated in the year</p>		<p>Q4</p>		
	<p>Continue to provide training in the area of major emergency planning through succession planning strategy</p>	<p>Number of newly trained members in the Kilkenny / Carlow division in this area</p>		<p>Q4</p>		
	<p>Provide training to members to augment the divisional public order unit to respond to Major Emergency incidents.</p>	<p>Number of newly trained members in the Kilkenny / Carlow division</p>		<p>Q2</p>		



Kilkenny / Carlow Division Strategic Goal Two – Confronting Crime

In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that people feel safe in their homes and communities

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
<p>Tackle organised crime by:</p> <ul style="list-style-type: none"> • <i>Continuing to target organised crime gangs</i> • <i>Identifying and targeting human trafficking networks</i> • <i>Proactively targeting drug trafficking and low level street dealing</i> • <i>Identifying and targeting assets which are the proceeds of crime</i> 	<p>Continuing to conduct targeted policing operations against identified organised crime gangs in the Kilkenny / Carlow Division</p> <p>The deployment of armed personnel in the Kilkenny / Carlow Division for dedicated patrols and checkpoints to disrupt the activities of organised criminal gangs</p>	<p>Number of profiles and intelligence reports submitted in respect of OCG activity in the Kilkenny / Carlow Division</p> <p>Number of targeted policing operations against known and suspected organised crime gang members</p> <p>Number of arrests for OCG related crime</p> <p>Number of investigations submitted to DPP in relation to organised criminal activity Criminal Justice (Amendment) Act 2009)</p>		<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q4</p>	<p>Each District Officer</p> <p>D/Insp. Hennebry (Divisional Level)</p>	<p>Reduced crime and fear of crime in the Kilkenny / Carlow division</p>

<ul style="list-style-type: none"> Targeting human trafficking networks 	Facilitating the training of key personnel in the management of 'Tiger' kidnapping incidents	Number of personnel trained in the management of 'Tiger' kidnapping incidents		Q1-Q4		Reduced crime and fear of crime in the Kilkenny / Carlow division
	Holding a desktop exercise in 'Tiger' kidnapping to refine divisional protocols for response to 'Tiger' kidnapping incidents	Number of desktop exercises held		Q1-Q4		
	Monitoring crime trends and identifying hotspots in the Kilkenny / Carlow division to enable focused deployment of resources to confront crime	Number of Garda Síochána analyst reports prepared for the division. Number of Divisional Crime Management Meetings held		Q1-Q4	GSAS CIO D/Insp. Hennebry (Divisional Level).	
	Enhancing the divisional capacity to target human trafficking networks in the division by training an additional member in each district in the Kilkenny / Carlow Division in the investigation of human trafficking networks	Number of members trained		Q1-Q4	Each District Officer	
	Implementing actions appropriate to An Garda Síochána as set out in the National Action Plan to prevent and combat the trafficking of Human Beings in Ireland 2009 -2012	Number of meetings between Garda Immigration Officers and trained Human Trafficking investigators in the Kilkenny / Carlow Division		Q1-Q4	D/Insp. Hennebry (Divisional Level)	

<ul style="list-style-type: none"> <i>Proactively targeting drug trafficking and low level street dealing</i> 	Continuing to support the divisional drugs investigative capacity through deployment of resources to district drugs units and training placements with these unit	Number of personnel attached to district drugs units Number of training placements with district drugs units		Q1-Q4 Q1-Q4	Each District Officer	Reduced crime and fear of crime in the Kilkenny / Carlow division
	Facilitating training of personnel in drugs investigation and test purchasing of controlled drugs	Number of additional members trained and number of test purchasing operations conducted		Q1-Q4	Each District Officer	
	Establishing a contact network to facilitate closer contact between members engaged in drugs investigation in the Kilkenny / Carlow division and members in adjoining divisions and DMR stations	Internal divisional publication of contact network		Q4	D/Insp. Hennebry (Divisional Level)	
		Number of Divisional Drugs Meetings convened		Q2		
	Identifying and profiling drugs traffickers and low level street drug dealers operating in the Kilkenny / Carlow division and also those involved in the cultivation of Cannabis	Increased number of drugs detections. Number of profiles		Q1-Q4		
	Conducting focused operations against these identified individuals and groups	Increased number of sale/ supply drugs detections		Q1-Q4		
	Conducting joint operations with Customs and Revenue Officials	Number of joint operations conducted		Q1-Q4		
	Increasing the number of section 3 MDA seizures	Number of Section 3 MDA seizures		Q1-Q4		

<ul style="list-style-type: none"> Identifying and targeting assets which are the proceeds of crime <p>Target high volume property crime and crimes against the person, including:</p> <ul style="list-style-type: none"> Crimes involving prohibited weapons Domestic violence incidents Crimes of a sexual nature 	Identifying Licensed Premises where Sale / Supply of illegal drugs is occurring	Number of Premises Identified	Q1-Q4	<p>Each District Officer</p> <p>D/Insp. Hennebry (Divisional Level)</p> <p>Each District Officer</p>	<p>Reduced crime and fear of crime in the Kilkenny / Carlow division</p>
	Conducting focused operations to tackle illegal substance use using all available legislation including: Section 19 Housing Misc. Provisions. Act, Section 18 Notices served on licensed premises	Number of Operations to tackle illegal substance use	Q2		
	Ensuring continued commitment of resources to criminal asset profiling in the Kilkenny / Carlow Division	Number of asset profilers trained in the division. number of profiles prepared and submitted to CAB,	Q1-Q4		
	Preparing asset profiles of those suspected to be benefiting from criminality in the Kilkenny / Carlow division	Number of Divisional Asset Profiler Meetings convened	Q1-Q4		
	Monitoring and managing high volume crime by convening regular divisional crime management meetings	Number of divisional crime management meetings convened	Q1-Q4		
	Continuing to fully utilise the Garda Siochana Analysis Service (GSAS) in identifying crime trends and suspects in order to formulate appropriate policing strategies	Property crime and crimes against the person reduced	Q1-Q4		
	Reducing the incidence of property crime and crimes against the person. (particularly the incidence of assault offences)	Level of incidence of assault offences in Kilkenny / Carlow Division	Q1-Q4		
	Active engagement with the Kilkenny / Carlow community to address the threat posed by crime	Number of high visibility Operation Lark crime checkpoints conducted	Q1-Q4		

	Increasing the detection rate for property crime and crimes against the person in line with strategy statement commitments	Level of detection rate for property crime and crimes against the person		Q3	Each District Officer	Reduced crime and fear of crime in the Kilkenny / Carlow division
	Increasing fingerprinting and photographing of arrested persons in the Kilkenny / Carlow division. (particularly post conviction fingerprints taken in accordance with Section 28 of the CJA 1984)	Number of fingerprints and photographs recorded		Q3	D/Insp. Hennebry (Divisional Level)	
	Appointing a Crime Prevention Officer in the division. Increased crime prevention activities and use of media in this regard	Appoint a Crime Prevention Officer and number of referrals		Q1	Chief Supt.	
	Training representatives from the Kilkenny / Carlow division in the handling of CHIS	Number of members trained		Q2	Chief Supt.	
	Enhancing the crime investigative capacity in the Division through the piloting of a mentoring system whereby uniform members supplement resources on crime and drugs units on a rotational basis for a specified period	Number of members rotated and mentored in detective and plain clothes units in Kilkenny / Carlow Division		Q1-Q4	Each District Officer D/Insp. Hennebry (Divisional Level)	
	Continuing to deploy resources to monitor Garda CCTV throughout the division	Number of detections arising from CCTV footage		Q1-Q4		
	Revitalising any inactive community policing and neighbourhood watch schemes throughout the division	Number of active schemes		Q2	Each District Officer	

<i>Enhance organisational capability in managing the risks associated with sex offenders</i>	Continuing to deploy resources and appointment of dedicated personnel to reinvigorate Business Watch schemes in Kilkenny City and Carlow	Number of members appointed to Business Watch		Q2	Insp. Brennan (Divisional Level)	Reduced crime and fear of crime in the Kilkenny / Carlow division
	Increasing the number of intelligence led briefings on registered sex offenders conducted in the Kilkenny / Carlow Division. Establish a Divisional policy	Number of briefings Divisional policy established		Q1-Q4		
	Risk assessing all persons subject to the provisions of the Sex Offenders Act 2001	Number of risk assessments conducted		Q1-Q4		
	Preparing risk management plans for all persons subject to the provision of the Sex Offenders Act 2001.	Number of risk management plans prepared and submitted		Q2		
	Facilitating training of two members in each district in the division in risk assessment of sex offenders	Number of members trained		Q1-Q4		
	Maintaining liaison with NGOs such as Ruhama in the monitoring and trafficking of persons for use in the sex industry	Number of interactions		Q1-Q4		
	Ensuring the full implementation of An Garda Síochána Policy on the investigation of sexual crime, crimes against children and child welfare	Number of Divisional Meetings convened regarding investigation of sexual offences, crimes against children and child welfare		Q1-Q4		
<i>Support and protect child victims</i>	Continuing to liaise closely with the HSE and conduct joint investigations into reports of crimes against children	Number of HSE referrals and joint investigations conducted.	Q1-Q4			
		Number of 'HSE Notification Actions' in relation to crimes	Q1-Q4			

<i>Deliver appropriate training in the management and investigation of crime</i>	Continuing to commit resources to training and managing specialist victim interviewers in the Kilkenny / Carlow Division	against children Number of specialist victim interviewers trained in the Division		Q4	Each District Officer	Reduced crime and fear of crime in the Kilkenny / Carlow division
	Enhancing structures and processes in the Kilkenny / Carlow division between An Garda Síochána and FSL team through review and identification of best practice	Number of Divisional Crime and Drugs meetings convened		Q2	D/Insp. Hennebry (Divisional Level)	
	Enhancing the crime management and investigative capacity of members in the Kilkenny / Carlow division through:				Chief Supt.	
	Completing of level 1 and level 2 investigative interviewing training in the Kilkenny / Carlow division	Number of operational members trained to this level		Q1-Q4	Each District Officer	
	Facilitating further training of members of detective branch, crime and drugs units in the Kilkenny / Carlow division to level 3 investigative interviewing	Number of members trained		Q2	D/Insp. Hennebry (Divisional Level)	
	Facilitating the training of one further member in the Kilkenny / Carlow Division to level 4 (interview advisor) of investigative interviewing	Numbers trained		Q4		
	Ensuring sufficient numbers trained personnel for deployment as Incident Room Coordinators in the division	Number of Incident Room Coordinators trained		Q1-Q4		

<i>Deliver appropriate training in the management and investigation of crime</i>	Identifying appropriate personnel for deployment as serious incident canvass coordinators within division	Number of serious incident canvass coordinators trained		Q4	Chief Supt.	Reduced crime and fear of crime in the Kilkenny / Carlow division
	Identifying appropriate personnel for deployment as fraud investigators and facilitate training of one member in each district	Number of members trained with GBFI		Q4	Each District Officer	
	Identifying appropriate personnel for deployment as specialist child interviewers and facilitate training to maintain two trained interviewers in each district	Number of specialist child interviewers trained in the Division		Q4	D/Insp. Hennebry (Divisional Level)	
	Ensuring that all appointed members of detective branch have completed a detective training course	Number of members trained		Q4		
	Identifying appropriate personnel for deployment as hostage negotiators and facilitate training of two members in the division	Number of members trained as hostage negotiators		Q4		
	Identifying appropriate personnel for surveillance training and continue to support surveillance of suspects as a strategy to reduce and combat all aspects of organised crime, volume crime and drugs crime in the Kilkenny / Carlow Division	Number of members trained in the Division		Q2		



Kilkenny / Carlow Division

Strategic Goal Three – Effective Roads Policing

An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious injury collisions. We will develop and implement initiatives which deny the use of our roads for criminal activity.

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
Intelligence led enforcement of Road Traffic and Road Transport Legislation	Continuing to deliver high visibility enforcement by targeting dangerous road user behaviour through: Strategically placed MAT (Mandatory Alcohol Testing) checkpoints	Number of MAT Checkpoints performed and drivers arrested		Q1-Q4	Each District Officer	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
	Implementation of the Roads Safety Strategy 2007 - 2012	Increased numbers of notices for speed limits Maintain numbers of arrests for drink driving Maintain numbers of notices for seatbelt wearing		Q1-Q4	Acting/ Divisional Traffic Inspector	
	Full use of speed detection equipment including ROBOT Van	Maintain the number of offences detected with 80%		Q1-Q4		

<p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p>		of dedicated enforcement in speed enforcement zones using speed detection vehicles		Q1-Q4	<p>Each District Officer. Acting/ Divisional Traffic Inspector</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>
	HGV's legislation and utilization of the mobile weigh bridge	Number of prosecutions under the Road Transport Legislation		Q1-Q4		
	Multi-unit, multi-agency checkpoints to improve cooperation and coordination between units and other agencies	Number of Multi-Agency Checkpoints recorded		Q1-Q4		
	Enhanced capability in the detection of drug driving	Field Impairment testing delivered to all operational members		Q4		
	Divisional Officer to devise a Casualty Reduction Strategy in consultation with Regional Traffic Superintendent with the overall objective of reducing fatal and serious injury collisions	Casualty Reduction Strategy implemented in Division		Q4		
	Initiate engagement and enforcement operations aimed at young vulnerable drivers who engage in high risk and unsociable behaviour on our roads	Recording activity on PULSE under Organisation number specific to "Boy Racers"		Q1-Q4		

<p>Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p>	<p>Denying the use of our roads for criminal activity by:</p> <ul style="list-style-type: none"> • Intelligence led roads policing operations based on local intelligence 	<p>Targeted High Visibility Strategy of Crime Checkpoints aimed at detecting travelling criminals completed and implemented</p>		Q1-Q4		<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>
	<ul style="list-style-type: none"> • Increasing levels and quality of intelligence 	<p>No of positive hits on ANPR in relation to Traffic related offences</p>		Q1-Q4	Each District Officer	
	<ul style="list-style-type: none"> • The provision of appropriate resources and training to ensure effective roads policing 	<p>Maintain existing level of traffic corps resources & training</p>		Q1-Q4	Acting/ Divisional Traffic Inspector	
	<p>In association with the Garda Juvenile Office promote Road Safety through the Garda Road shows and deliver the video “It Won’t Happen To Me” to all Transition Year students in the Division</p>	<p>Number of Garda Road shows delivered to Transition Year Students in Kilkenny/Carlow</p>		Q4		
	<p>The delivery of Road Safety Module of the Garda Primary Schools Programme to each Primary School within the Division and to this end to train an additional sixteen members to deliver the Garda Schools Programme</p>	<p>Number of Garda Primary Schools Programmes delivered</p>		Q1-Q4		

<p>Increase road policing capability in An Garda Síochána to deny the use of our roads for criminal activity</p>	<p>Utilisation of the ANPR system and continued training to achieve the full capabilities of the system</p>	<p>Number of Intelligence reports created on Pulse</p>		<p>Q1-Q4</p>	<p>Each District Officer</p>	<p>Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries</p>
	<p>Attendance at monthly meeting of Regional Crime Conference</p>	<p>Number of Regional Crime Conference attended</p>		<p>Q1-Q4</p>	<p>Acting/ Divisional Traffic Inspector</p>	



Kilkenny / Carlow Division

Strategic Goal Four – Ensuring a Peaceful Community

An Garda Síochána recognises the need to engage directly with communities to understand and respond to their concerns and to ensure a peaceful and safe environment for everyone. Working with our communities will enhance public confidence in our service by improving feelings of safety in the community.

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
Minimize the Impact of Public Disorder, Assaults and Criminal Damage	Identify and proactively target local Public Order 'Hot Spots'	Number of areas identified		Q1-Q4	Each District Officer Superintendent Dolan (Divisional Level)	Safer and more local peaceful communities
	Respond faster to reports of public disorder and anti-social behaviour	Public Order Incidents reduced Assaults reduced Criminal Damage reduced		Q1-Q4		
	Adopt a community policing approach in partnership with relevant external stakeholders, including local communities, to reduce incidents of public disorder and anti-social behaviour	Number of Adult Cautions for Public Order Incidents		Q1-Q4		
	Enhanced Community Safety through targeted high visibility foot and mobile patrols	Number of Fixed Charge Notices for Public Order		Q1-Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
	Adopt a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime	Number of Closure Orders applied for premises contributing to Anti Social Behaviour		Q1-Q4		Safer and more local peaceful communities
	Maintain the youth crime case management system	Number of Juvenile Referrals for Public Order		Q1-Q4		
	Increase the use of Anti-Social Behaviour Warnings	Number of Anti-Social Behaviour Warnings issued		Q1-Q4		
		Number of Good Behaviour Contracts drawn up for Children		Q1-Q4	Each District Officer	
	Enforce the Liquor Licensing Laws	Number of Operations to combat Sale of Alcohol to underage persons		Q2,Q4	Superintendent Dolan (Divisional Level)	
	Identify and Target known premises involved in the sale of alcohol to underage persons	Number of Test Purchase Operations		Q2,Q4		
	Conduct Test Purchase Operations to Identify Outlets selling and supplying alcohol to underage persons	Number of detections for the sale of alcohol to underage persons		Q1-Q4		
	Identify and Target known premises known to be involved in the sale or supply of controlled drugs	Number of Juvenile Cautions. Number of detections for the sale or supply of controlled drugs on Licensed Premises		Q1-Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
Reduce Public Disorder, Assaults and Criminal Damage	Object to Special Exemptions where appropriate	Number of Inspections of Licensed Premises		Q1-Q4	Each District Officer Superintendent Dolan (Divisional Level)	Safer and more local peaceful communities
	Object to the Granting of Licenses where appropriate	Numbers of prosecutions of Licensed Premises		Q1-Q4		
	Identify and Target known premises associated with Public Disorder	Number of objections to Special Exemptions Orders		Q1-Q4		
		Number of objections to Granting of licenses		Q1-Q4		
	Review Operational Plans for policing of “Hot Spots” for Public Disorder. Operations to be established for All Bank Holiday Weekends, Junior and Leaving Certificate Results	Number of licensed premises associated with Public Disorder profiled for prosecution		Q1-Q4		
	Conduct analysis of the Public attitude survey to establish findings relevant to each District within the Division	Number of Operations Conducted		Q1-Q4		
	Meetings with County Development Board Meetings with Joint Policing Committees	Number of Meetings held with County Development Board Number of Contributions made to County Development Board Number of meetings with Joint Policing Committees		Q1-Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
	Establish contact on Formal Basis with Vintners Federation in both All Administrations	Number of Meetings held with holders of Licensed Premises		Q1-Q4		



Kilkenny / Carlow Division

Strategic Goal Five – Working with Communities

This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service.

We will deliver a service that recognizes the diverse needs and priorities of all the people and communities in Kilkenny / Carlow.

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
Work with and support all sections of our community	Ensuring that Community policing is embedded in all Communities	Continue development and updating of Community Policing Model across the Division in keeping with National Model.		Q1-Q4	Each District Officer Superintendent Redmond Divisional Level	Trust and Confidence in An Garda Síochána
	Evaluating Community Alert and Neighbourhood Watch Strategies	Number of meetings with National Partners on Neighborhood Watch and Community Alert		Q1-Q4		
	Ensure a Divisional Neighborhood Watch (N.W.) / Community Alert Conference is hosted by the Divisional Officer	N.W. / Community Alert AGM held in each District		Q4		
	Each Community Policing Model to be subdivided into	Neighborhood's Established across Division		Q3		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
Ensure the protection of vulnerable persons and groups including Children, Older People and Diverse Communities	neighborhoods for Policing Purposes					Trust and Confidence in An Garda Síochána
	Maintenance of Campus Watch in Kilkenny and Carlow	Number of Campus Watch Meetings attended		Q2	Each District Officer Superintendent Redmond (Divisional Level)	
	Maintenance of Business Watch in Kilkenny and Carlow	Number of Business Watch Meetings attended		Q2		
	Supporting the work of the National Children Services Implementation Group(NCSIG) and Children's Services Committee (CSC) Initiative	Number of Meetings of JLO with relevant interagency bodies		Q1-Q4		
	The development of an implementation plan for Older People Strategy	Full implementation of and participation in Older People Strategy across Division.		Q4		
Implementation of the Garda Diversity Strategy 2009-2012	Garda Diversity Strategy as it pertains to the Division implemented		Q1-Q4			
A partnership approach to solving community problems	Playing an active role in the operation of Joint Policing Committees (JPCs) and working in partnership with community groups	Number of JPC Meetings Attended.		Q1-Q4		
Recognising and	Implementing the	Number of JPC		Q1-Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
responding to the needs of victims of crime	<p>recommendations of JPC Survey 2009</p> <p>Implementing An Garda Síochána Victims Charter and develop monitoring systems to drive that implementation</p> <p>Reviewing the policy on Family Liaison Officers</p>	<p>recommendations implemented</p> <p>AGS Victims Charter implemented. Access present systems in place and develop/improve as necessary</p> <p>Number of meetings with Family Liaison Officers and report submitted with recommendations</p> <p>Access training needs and identify: Number of trained officers Number of additionally trained FLO</p>		<p>Q1-Q4</p> <p>Q1-Q4</p> <p>Q2</p>	<p>Each District Officer</p> <p>Superintendent Redmond (Divisional Level)</p>	<p>Trust and Confidence in An Garda Síochána</p>



Kilkenny / Carlow Division Strategic Goal Six – An Excellent Organisation

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organization which acknowledges the contribution of its people at all levels.

We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the community, which will assist in achieving the policing and community centered objectives of An Garda Síochána.

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
The continued development of an excellent organisation	Supporting the implementation of the Public Service (Croke Park) Agreement 2010-2014	<ul style="list-style-type: none"> •Support a performance management framework for An Garda Síochána introduced within Division •Co-operate with a review of rostering system within Division to service greatest level of resources against most need •The implementation of best reporting arrangements with maximum use of e-mail and text alerts 		Q1-Q4	Each District Officer	Highly motivated people
				Q1-Q4	Superintendent Michael Nevin	
Maintain compliance with Human rights and	Enhance facilities for dealing with persons detained in custody	<ul style="list-style-type: none"> •Programme to update cell accommodation in Kilkenny 		Q1-Q4		

Key Actions	This will be achieved by	Performance Indicators	Base Line	Time frame	Process Owner	Outcome
legislative requirements for persons in Garda custody		<ul style="list-style-type: none"> Identify any improvements required in Carlow and Thomastown 		Q1-Q4		
Ensure value for money in the management of resources	<p>Alignment of the 2011 Garda budget with the Annual Policing Plan</p> <p>Working with Tendering Office, Garda Headquarters to develop common approach to procurement capacity processes across all procurement areas</p> <p>Developing the management of risk by the continued rollout and support for organisational wide risk management.</p>	<p>Policing priorities financed within Divisional budget</p> <p>A Divisional Procurement Plan driven by Divisional Procurement Committee</p> <p>All Divisional risk registers maintained in line with organisation policy</p> <p>Train additional members in the management of risk completed</p>		<p>Q1-Q4</p> <p>Q1</p> <p>Q4</p>	<p>Each District Officer</p> <p>Superintendent Michael Nevin</p> <p>Inspector Liam Connolly</p>	<p>More effective use of resources</p> <p>Better service to citizens</p>
Enhance our corporate commitment to the environment	Support the implementing the Garda Environmental and Energy Strategy	Support the Garda Environmental and Energy Strategy implemented within Division		Q1-Q4		